Army Civilian University:

Creating Army Civilian Leaders

U.S. Army Civilian University

Context

Military Corps

Manpower authorizations centrally funded

- Population of all components: = ~1000 K (974,486)
  - 129,418 Officer
  - 24,768 Warrant
  - 820,300 Enlisted
- GO Population = 600+
- Enter only at base level (O-1/E-1)
- 200+ MOS/defined by Army
- 30+ Active Army Schools
  - Governing Legislation: 10USC, UC
- Funding / tuition centrally manage (TTHS)

Officer & Civilian

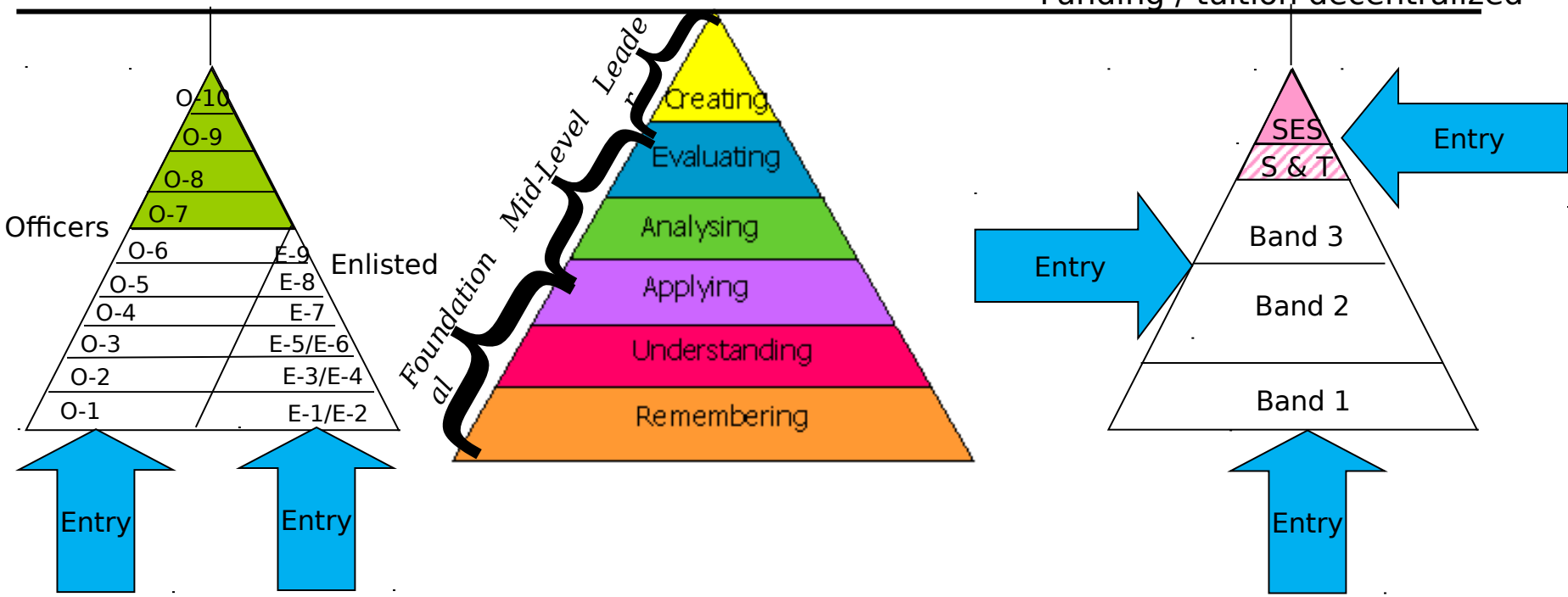
Oath of Office

I, ____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.

Civilian Corps

Fiscal O&M authorizations for civilian salaries and training

- Total Population = ~320K
- SES Population = ~287
- Enter at any level
- Career Series defined by OPM
- 700 Career Series; >4000 Job Codes
- 28 Career Programs
- 36 Career Fields
- 15 Schools (+ / -)
  - Governing Legislation: 5USC, Merit Principles, executive orders
- Funding / tuition decentralized



Civilian Leader

Grade / Position	Self – Development	Organizational	Institutional Development
Senior Executive Service	CSLMO Training Catalogue	CSLMO	Force Integration, Diversity Awareness, Communications Workshop and Looking Glass, Senior Executive Education Course (SEE) (40 yr), Federal Executive Institute
GS14–15 or comparable NSPS pay band	Continuing Education for Senior (CESL), Leaders dL	Talent Pool Management Senior Fellow (18/21 yr)	Senior Service College (SSC) (11 yr), Defense Senior Leader Development Program (DSLDP), CESL
GS13–15 or comparable NSPS pay band	Advance Course dL	Army Fellow (25/yr)	Advance Resident Course
GS7-12 or comparable NSPS pay band Permanent appointments to supervisory or managerial positions,	Manager Dev. Course (dL) Intermediate Course	MACOM Functional Programs, DA Intern Program (800/yr)	Intermediate Resident Course
GS5-7 or comparable NSPS Grade, Team leads, supervisory or managerial positions, program/ project managers	Supervisor Development Course (dL) Basic Course dL	MACOM Programs, Intern Program	Basic Resident Course
All New employees Interns, team leaders	Action Officer Development Course (dL) Foundation dL	Intern Program	

Sequential Progressive Leader Development

Green indicates courses that have existed for 5 or more yea

DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

11 JUL 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Implementing Directive, Establish the Army Civilian University (ACU)

". . . Our Army is recognized as a global leader in developing commissioned and noncommissioned officers. Our work in developing civilian leaders has not progressed at the same pace. . . .

. . . Therefore, we endorse the creation of the Army Civilian University (ACU) . . . .

. . . To accelerate our civilian leader development programs – principally through organizational reforms and redirection of resource priorities . . . .

. . . To establish integrated and complementary curricula and a more standardized, competency-based approach to civilian education and leader development. . . ."

George W. Casey, Jr.
General, United States Army
Chief of Staff

Pete Geren
Secretary of the Army

Army Civilian University

". . . Our Army is recognized as a global leader in developing commissioned and noncommissioned officers. Our work in developing civilian leaders has not progressed at the same pace. . . . " 11 Jul 08, HON Geren (SECArmy); GEN Casey (CSA)

Mission

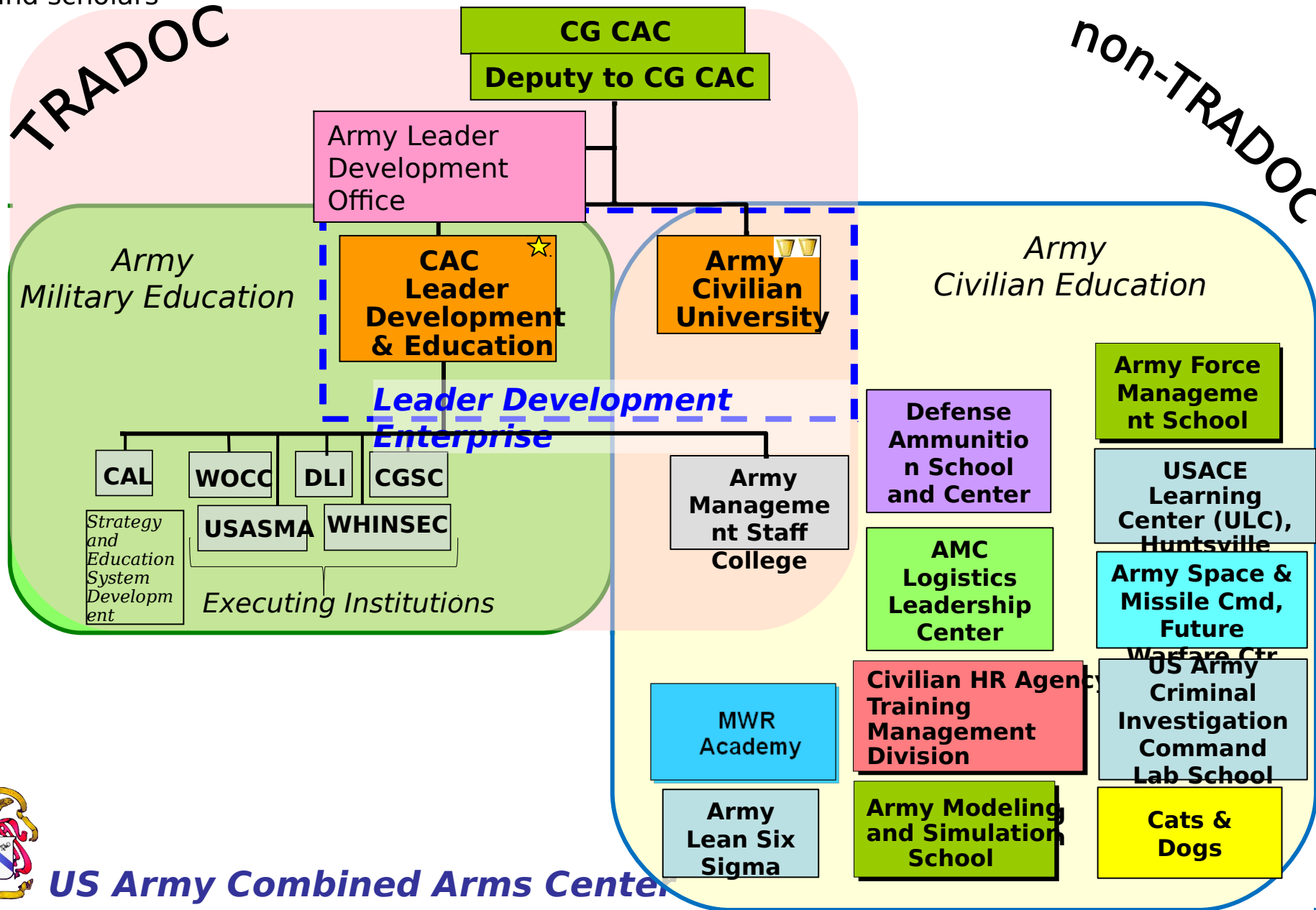
Army Civilian University provides oversight to the Army Management Staff College and other assigned training and education programs in order to accelerate civilian leader development, establish a more integrated and complementary curricula and a more standardized competency-based approach to civilian education to provide adaptive civilian leaders.

(Source: Draft Army Civilian University Mission Analysis, 6 Nov 08)

DRAFT

Army Training Domain

University from *universitas magistrorum et scholarium*, which means "community of masters and scholars"



Army Civilian University
Accomplishments to Date

- Phase 0: Complete Stand-up of ACU
  - SA established as EOH “champion” for civilian education
  - Obtained DAMO-FMP (MG Formica) approval of ACU Concept Plan
  - Submitted ACU stationing plan to DA G-3
  - SA/CSA establish ACU by signing “Implementing Directive”
  - DUSA transfers ACU to TRADOC / CAC
  - CAC approves transfer of AMSC to ACU
- Phase I: Set Conditions to improve civilian education
  - Initiated collaboration with AMSC
  - Conducting detailed analyses of selected components of the Civilian Education System (CES)
  - Began review of AMSC CES programs
- Phase II: Advance Executive Education for Civilian workforce
  - Evaluated Executive Development proposals from Harvard, Duke, UNC, etc.
  - Selected UNC for initial pilot course of instruction
  - Reviewed results of Senior Executive Education course pilot
- Phase III: Attain ACU full operational capability
  - Developed initial listing of schools providing Army civilian education
  - Identified initial partnerships with “willing” schools / centers
  - Initiated development of potential accreditation criteria

Army Civilian University
Way Ahead

- Phase 0: Complete Stand-up of ACU
  - Move to Ft. Belvoir
  - Stand-up ACU WEB Presence
  - Complete mission analysis & integrate with CAC
  - Formally integrate into ACU TRADOC's Civilian Schools (i.e., AMSC)
- Phase I: Set Conditions to improve civilian education
  - Develop collaboration with other schools
  - Formalize ACU Governance approach
    - President's Council
    - Dean's Council
    - Academic Computing Council
    - Registrar's Business Practice Council
  - Assess Army civilian education in synchrony with accreditation efforts
- Phase II: Advance Executive Education for Civilian workforce
  - Conduct follow-on SES continuing development
  - Establish and convene Army Council of Executive Education and Training
- Phase III: Attain ACU full operational capability
  - Work with TRADOC to define process for accreditation of non-TRADOC schools
  - Expand Governance to support TRADOC role
  - Refine and improve ACU Governance Approach

Synchronize ACU efforts with DA (DUSA/G-1/G-3) incremental implementation of civilian HR Transformation

Back-Up

Problem Statement:

AMSC is oversubscribed in applications vs. SMDR (147%), but is undersubscribed for actual attendance (63%) *

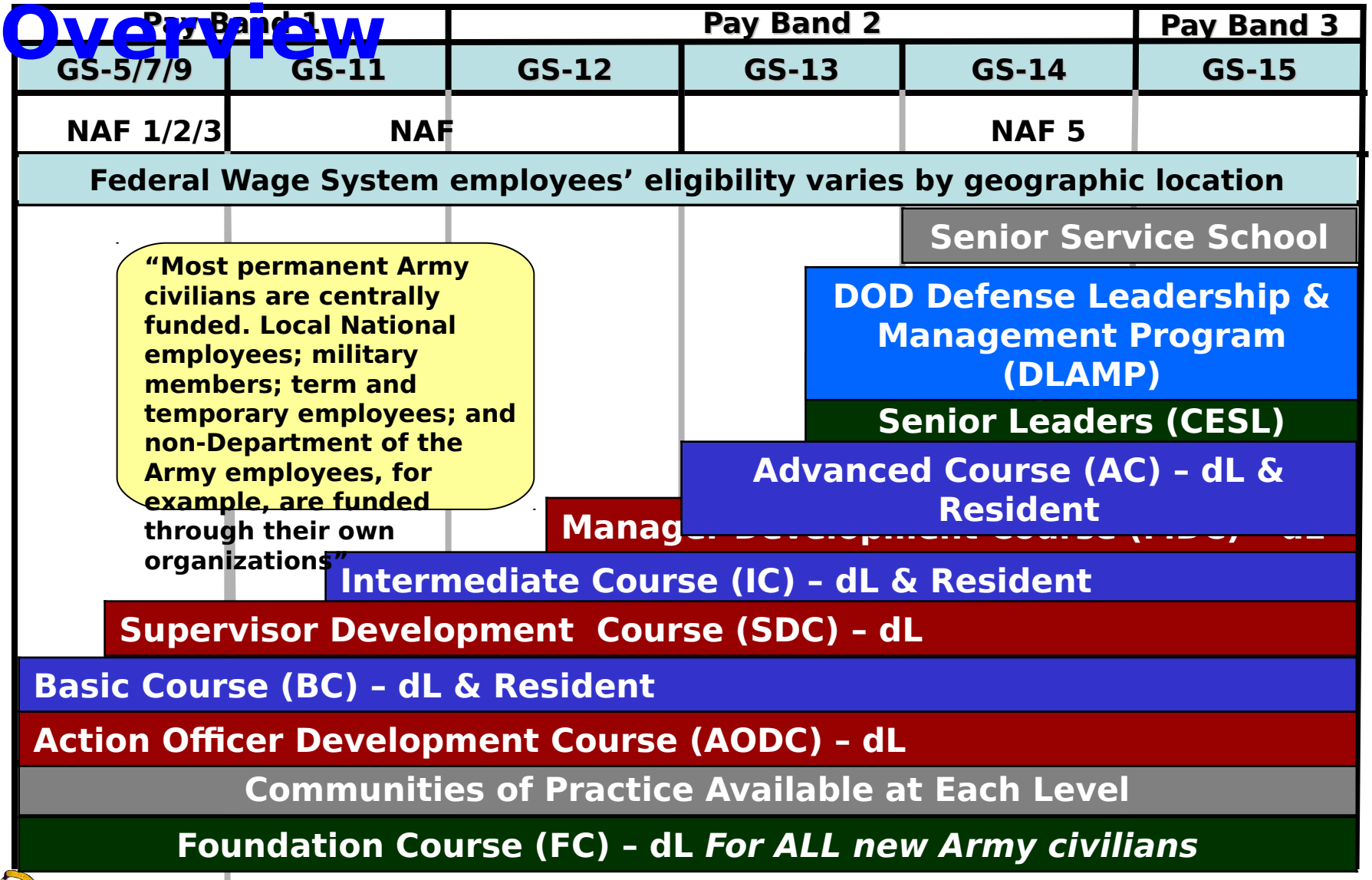
Note: These percentages don't reflect the FC

Appls	/ SMDR	%	FY 08	Actual	/ % Fill vs SMDR
231	256	90%	CESL	179	70%
409	320	128%	AC	172	54%
1590	1088	146%	IC	620	57%
1758	1056	166%	BC	745	70%
5982	5000	119%	FC	1067	21%

Civilian Education System (CES)

A progressive and sequential civilian leader development program that provides enhanced leader development and education opportunities for Army civilians throughout their careers

Civilian Leader Development Overview


Pay Band 1
Pay Band 2
Pay Band 3
GS-5/7/9
GS-11
GS-12
GS-13
GS-14
GS-15
NAF 1/2/3
NAF
NAF 5
Federal Wage System employees' eligibility varies by geographic location
"Most permanent Army civilians are centrally funded. Local National employees; military members; term and temporary employees; and non-Department of the Army employees, for example, are funded through their own organizations"
Senior Service School
DOD Defense Leadership & Management Program (DLAMP)
Senior Leaders (CESL)
Advanced Course (AC) – dL & Resident
Intermediate Course (IC) – dL & Resident
Supervisor Development Course (SDC) – dL
Basic Course (BC) – dL & Resident
Action Officer Development Course (AODC) – dL
Communities of Practice Available at Each Level
Foundation Course (FC) – dL For ALL new Army civilians

Pay bands based on supervisory responsibility

Foundation Course

57 hours of distributed Learning (dL)*

DA Civilian who understands and appreciates Army values and customs; serves professionally as a member of the Department of the Army; acquires foundation competencies for leader development

- Understand structure of the Army
- Knows Army leadership and doctrine
- Organizes daily activities
- Knows how to build teams and practices group dynamics
- Applies the skills for increasing self-awareness
- Meets DA administrative requirements
- Applies effective communication principles
- Comprehends career progression for DA civilians

*Available separately as a self development course

Civilian Leader Development Courses

Self-Development

distributed Learning (dL) available through the Internet

Action Officer Development Course	Supervisor Development Course	Manager Development Course
Designed for civilians who "work actions" on behalf of senior staff officers or commanders Required for interns Completion required before they complete the intern	Provides supervisors and managers with civilian administration skills such as work management and basic supervision Required for employees in supervisory and management positions	Assists supervisors and managers with basic skills for managing work and leading people Recommended for all civilians in supervisory and management positions

*dL component of all CES courses available as a self development n

Basic Course

2 weeks resident, *33.5 hours of distributed Learning (

DA civilian who understands and applies basic leadership skills to lead and care for small teams; applies effective communication skills to build a team; demonstrates internal and external awareness and directs team accordingly; develops and mentors subordinates

Lead teams

Develop self, team members , & team

Achieve team task(s) in support of team mission(s)

*dL available separately as a self development course

Intermediate Course

3 weeks resident, *44 hours of distributed Learning (d

DA civilian skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission

Leads people

Manages systems

*dL available separately as a self development course

Advanced Course

4 weeks resident, *63 hours of distributed Learning (d

Army Civilians skilled in leading a complex organization in support of national security and defense strategies; integrating Army and Joint systems in support of the Joint Force; inspiring vision and creativity; implementing change; and managing programs.

Leads people in a complex organization

Leads a complex organization and inspires vision and creativity

Operates within an environment of integrated systems, with a focus on mission

*dL available separately as a self development cours

Continuing Education for Senior Leaders

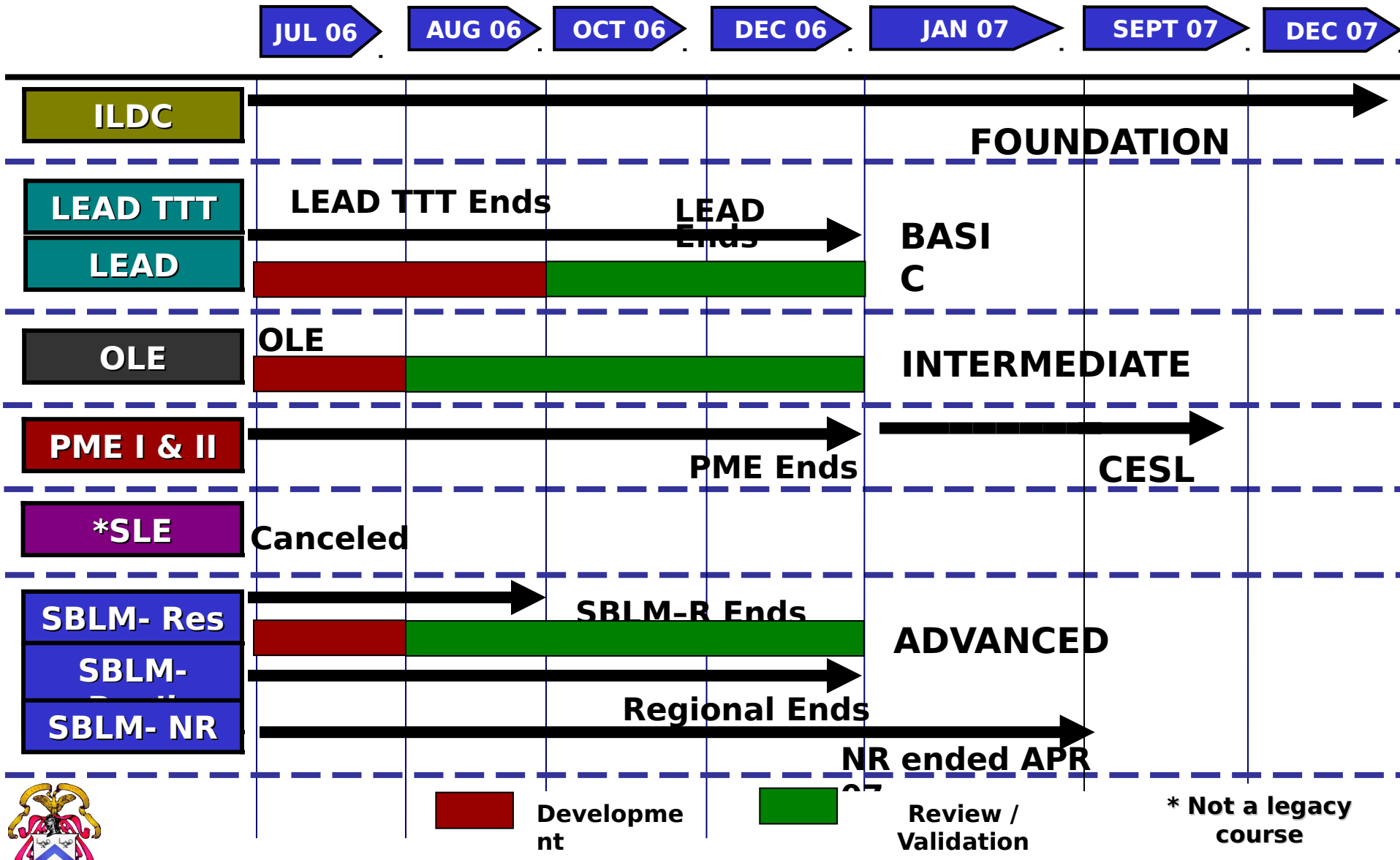
4.5 Day Resident *40 hours of dL

The CESL targets leaders at the GS14/15 leadership level or equivalent. CESL will sustain and further develop leaders by refining their broad skills and potential for the Department of Defense's future contemporary operating environment. The program is a participatory environment where students discuss current issues in the field.

- **Prepares for transition to senior level leadership positions**
- **Uses inventive problem solving techniques**
- **Strengthens awareness of organizational well being and cultural diversity issues**
- **Uses knowledge management techniques**
- **Generates strategic thinking: creating agile and resilient organizations**
- **Understands impact of moral development/ Intellectual development**

*dL available separately as a self development cours

Legacy to CES Course Transition



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QUESTIONS?

Phone: (703) 602-9000